DOCUMENT RESUME

ED 203 934 JC 810 378

TITLE Suggested Performance Competencies for Chief Student Affairs Officers in Florida.
INSTITUTION Florida State Dept. of Education, Tallahassee.
PUB DATE Jun 81
NOTE 14p.

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Administrator Qualifications; *Administrator Role; Community Colleges; Competence; *Deans of Students; Decision Making Skills; Evaluation Criteria; *Job Skills; Leadership Responsibility; Occupational Information; Performance Factors; Two Year Colleges
IDENTIFIERS Florida

ABSTRACT

As an informational aid for Florida community college administrators, this manual outlines a set of performance competencies for chief student affairs officers (CSAO's). A professional mission statement for CSAO's is presented first, followed by a brief discussion of the use of the manual in writing job descriptions, selecting candidates for CSAO positions, identifying staff development needs, facilitating self-evaluation, identifying professional training requirements, expanding student affairs functions within the college, evaluating job performance, and contributing to accountability. The manual then outlines specific competencies under five professional skill categories: (1) educational leadership skills required to analyze and interpret institutional policy on behalf of students and to participate in the policy-making process; (2) management and supervisory skills needed in writing budgets, selecting and training personnel, and determining goals and objectives; (3) articulation skills required to assure a flow of information among students, college staff, and the community; (4) program development skills required in assessing student needs, securing adequate human and financial resources, and evaluating programs; and (5) skills required for participation in community and professional activities outside of the college. Definitions and criteria for assessing competence are enumerated for each of the competencies specified in the manual. (JP)

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SUGGESTED PERFORMANCE COMPETENCIES FOR CHIEF STUDENT AFFAIRS OFFICERS IN FLORIDA

June, 1981

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POSITION MISSION STATEMENT

Students, faculty members, college administrators, and other interested audiences who seek assistance from the chief student affairs officers will receive accurate consumer and other viable information while being assisted to obtain a solution to the concern under consideration. The audiences will understand all conditions under which services and information are available within the limitations of State and Federal laws and regulations and policies of the college. Further, the demonstrated needs of the various audiences will be met through efforts of the chief student affairs officer to interpret and articulate policy.

The various audiences will receive counseling, testing, advisement, and other support services based on demonstrated need except when a problem is determined to be outside the expertise or resources of the chief student affairs officer or a member of the student services/personnel staff.

The confidentiality of the circumstance of any student, other members of the institution, and members of the community communicated to the chief student affairs officer will be observed by the officer and his/her staff.

USES OF THE MANUAL

This manual was developed to provide community colleges in Florida with a tool for defining competencies for chief student affairs officers. The manual lists specific competencies that may apply to each community college.

The identified competencies can serve the following purposes with regard to the chief student affairs officers in Florida's community colleges:

1. Job Description - When competencies have been identified, they can aid in developing or updating job descriptions.

2. Selection - When competencies have been identified, they can, with assessment measures, aid in the screening and selection of new personnel.

3. Staff Development - When competencies for positions have been defined, evaluation of those competencies can result in the identification of specific needs for staff development programming. Those with training responsibilities have a clear indication of the competencies needed for specific positions and functions.

4. Self-Evaluation - When competencies for a staff member have been agreed upon, that staff member has a tool for self-evaluation and development.

5. Program Expansion - When competencies have been identified within specific job functions, they show the skills that are necessary to be developed in order to successfully expand programs into new areas.

6. Articulation - When competencies for a particular position have been identified, articulation with graduate school training professionals in student personnel services is greatly facilitated.

7. Evaluation - When competencies have been identified, a careful evaluation of them can indicate when promotion or remediation is needed.

8. Accountability Standards - When performance competencies have been identified, they show the implementation of a portion of the accountability standards.

SUGGESTED PERFORMANCE COMPETENCIES FOR CHIEF STUDENT AFFAIRS OFFICERS

Listed below are five functions with definitions, competencies, and assessment criteria. These were identified by the Florida Community College Council of Student Affairs' Task Force on the Identification of Performance Competencies for Chief Student Affairs Officers.

I. Educational Leadership - This function refers to the proactive role of the Chief Student Affairs Officer in participating in all college policy matters as the primary student advocate of the institution.

To perform this function effectively, the Chief Student Affairs Officer must be able to:

A. Analyze the potential impact of pending issues upon the interest and needs of the students of the institution.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Determine through an approved method of analysis the potential impact of institutional policy on identified student needs.

2. Develop questionnaires to obtain information from students relative to the impact of college policy on their needs.

B. Analyze the potential impact of pending policy issues upon existing program and personnel resources which are within the administrative jurisdiction of the Chief Student Affairs Officer.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Determine via student affairs administrators/supervisors the impact of college policy upon existing program and personnel resources.

2. Develop questionnaires to obtain information from administrators/-supervisors relative to the impact of college policy on their needs.

C. Interact effectively with the administration, faculty, and staff in presenting the needs of students and student affairs in decision-making process.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Attend and participate in meetings where decisions are made relative to student policy.

2. Analyze the effectiveness of the decision-making process which reflect the needs of students, and student affairs.

D. Influence college policy decisions which impact, both directly and indirectly, students of the institution, personnel, and program resources within student affairs.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Recommend the establishment and/or review of institutional policy which impact students.

2. Obtain information from student and staff that would influence the establishment of new college policy and review of current college policy.

E. Interpret policy decisions into language and forms which are understandable and disseminate this information to the entire college community.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Provide an explanation of college policy.

2. Review annually the effectiveness of student affairs instruments used to disseminate college policy.

II. Management and Supervision - This function refers to the role of the Chief Student Affairs Officer in the deliverance of programs and services, and monitoring assigned functions.

To perform this function effectively, the Chief Student Affairs Officer must be able to:

A. Analyze programs, services, and staff necessary to serve students.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Evaluate the services to students.

B. Plan, implement, and monitor operating budgets for student affairs.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Develop budgets to meet the needs of programs and services.

2. Allocate budgets to provide programs and services.

3. Remain within budget parameters and make timely provisions for budget amendments.

C. Select the staff performing the programs and services.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Select qualified personnel.

2. Recommend employment of qualified personnel.

D. Train the staff that perform the programs and services.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Promote and provide in-service, on-the-job training, and formal training opportunities for staff.

2. Evaluate in-service, on-the-job training, and formal training procedures.

E. Supervise the staff that perform the programs and services.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Monitor daily activities of office personnel to assure efficient operation of student affairs.

2. Seek feedback from student affairs personnel regarding the supervision of daily activities.

F. Evaluate the staff that perform the programs and services.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Provide written job descriptions for student affairs personnel.

2. Conduct and maintain annual written evaluations on student affairs personnel.

G. Establish, disseminate, and evaluate the goals and objectives of each of the programs and services.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Develop goals and objectives for services and programs of student affairs which are consistent with stated institutional goals and objectives.

2. Communicate goals and objectives of student affairs to indigenous staff.

3. Evaluate the outcomes of student affairs programs and services in relation to goals and objectives.

III. Articulation - This function refers to the role of the Chief Student Affairs Officer in ensuring the flow of information among the students, the staff, the college, and the community.

To perform this function effectively, the Chief Student Affairs Officer must be able to:

A. Interprete and disseminate the mission, goals, and objectives of the institution to the personnel in student affairs.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Communicate the mission, goals, and objectives of the college to student affairs personnel.

B. Demonstrate communication skills which will interpret and promote the goals and objectives of student affairs to all segments of the campus and the community.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Communicate the goals and objectives of student affairs to the campus and community.

C. Communicate the need for positive working relationships between student affairs staff and others on the campus to enhance services to students.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Implement strategies for a positive working relationship between student affairs staff and others on the campus to enhance services to students.

D. Provide the framework by which information about the college may be accurately disseminated, and utilize feedback obtained from all its constituencies.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Implement a network for information flow.

IV. Development of Programs and Services - This function refers to the role of the Chief Student Affairs Officer in planning, implementing, maintaining, and evaluating programs and services that fall within the domain of student services.

To perform this function effectively, the Chief Student Affairs Officer must be able to:

A. Identify the needs of students.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Utilize sound research techniques to ascertain, treat, and interpret the needs of student clientele.

2. Translate the results of on-going student research analyses into operational programs and services.

3. Share the results and the implementation plan of student research with other appropriate parties within and outside the college.

B. Apply recent program developments in the field of student affairs.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Review evolving theories of student development and student services for application to the college's own programs and services.

2. Communicate to the college and within the profession information regarding successful programs and services.

3. Adopt appropriate innovative practices through a review and evaluation of successful in-place programs.

C. Balance financial and staff resources with student affairs program needs.

To perform this competency, the Chief Student Affairs Officer must be able to:

1. Communicate effectively and persuasively to the president of the college the staffing and financial needs of student services.

2. Analyze finances and personnel available to the chief student affairs officer.

3. Establish program priorities in keeping with student needs.

4. Develop and operate programs which maximize available staff and financial resources.

D. Evaluate the achieved program goals and the impact of each program and service on identified needs of clients.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Provide organized and systematic consumer input on each in-place program and service.

2. Compare the results of client input with the anticipated outcomes of programs and services.

3. Use client input to modify or eliminate existing programs and services or to create new programs and services.

V. Community Awareness, Involvement, and Services - This function refers to the role of the Chief Student Affairs Officer as a contributing participant in the issues and activities of the community served by the college and the profession of student affairs.

To perform this function effectively, the Chief Student Affairs Officer must be able to:

A. Serve the needs of the community and the profession through personal involvement, staffing commitment, and program inclusion.

To demonstrate this competency, the Chief Student Affairs Officer must be able to:

1. Analyze the issues, needs, and concerns of the community to ascertain the potential for personal and professional involvement.

2. Encourage community and professional awareness and involvement among staff within student affairs.

3. Promote an awareness and involvement in community and professional issues among student affairs personnel.

4. Allocate time and other resources which will permit participation in community and professional involvement.

5. Utilize information obtained through community and professional involvement to impact priorities as they relate to existing programs of the institution.

6. Evaluate the effectiveness of participation in community and professional involvement.

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